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OPTIMIZING THE WORK OF THE PERSONNEL MANAGEMENT SERVICE IN THE ORGANIZATION

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The relevance of the topic lies in the fact that managerial decisions related to the organization and management of personnel activities largely determine the effectiveness of the organization's functioning. Work with personnel and people has always remained one of the most important problems facing the manager and requires professional knowledge of the basics of personnel management.

The role of the manager is to organize the work of others, to achieve the goals set before him, to implement his plans through the capabilities of the staff, the collective of the organization. The main tasks of working with the organization's personnel remain providing its activities with the necessary personnel, effective organization of personnel work, ensuring professional growth and their social problems. That is why optimizing the work of the personnel management service is an urgent task.

The purpose of the work is to substantiate the directions for optimizing the activities of the personnel management service in the CNE "Kyiv City Consultative and Diagnostic Center".

To achieve the goal, the following tasks were set:

1. Consider the essence and main approaches to personnel management.
2. Carry out a diagnosis of the work of the personnel management service at the CNE "Kyiv City Consultative and Diagnostic Center".
3. Determine the priority directions for optimizing the work of the personnel management service.

The object of the study is the CNE "Kyiv City Consultative and Diagnostic Center".

The subject of the study is the peculiarities of optimizing the work of the personnel management service at the CNE "Kyiv City Consultative and Diagnostic Center".

Personnel is one of the most complex objects of management in the organization, because, unlike material factors of production, it is alive, has the ability to act independently, make decisions, critically evaluate the demands placed on it, has subjective interests, etc. Personnel is the engine of any organization. Managers often pay the main attention to material, economic issues, problems of material and technical support or sales of finished products, while not paying enough attention to employees who provide work in all directions. These mistakes can be costly if not addressed. There is no organization without people. No organization will be able to achieve its goals and plans without the right people [6].

In Ukraine today, there is a need for high-quality selection, recruitment, adaptation, training, development of the organization's personnel, improvement of their qualifications, level of motivation and stimulation, correct implementation of the process of analysis, monitoring and evaluation. Such responsibilities in organizations of various sizes, forms of ownership and types of activity are handled by a specialized functional unit, the personnel department (in some places such names are also used as: personnel service, personnel department, personnel management department; human resources management, etc., which have the same meaning for the activity of the organization and perform the corresponding functions of personnel management in it). The personnel management service is an independent structural unit of the organization that ensures its successful functioning and development within the framework of the selected personnel management strategy, special personnel measures and the selected personnel management policy [6].

In this regard, strategic (long-term), tactical (medium-term) and operational (short-term) areas of personnel service should be distinguished. The strategic (long-term) direction of the personnel department performs a number of tasks related to the formation and implementation of the personnel management strategy, i.e. it is responsible for compliance with the set of rules and norms, goals and ideas that determine the content, specifics and features of work with personnel in the long-term period. The tactical (medium-term) direction of the personnel department solves tasks within the framework of the implementation of the personnel management strategy and personnel policy, is responsible for making adjustments to

them depending on the changing conditions of the external and internal environment [6].

Management functions should be understood as relatively separate areas of management activity (labor processes in the field of management) that provide management action. They show the essence and content of management activities at all levels of management. By implementing and achieving goals for the effective implementation of functions, the management process is carried out. Defining the list of these functions is one of the most important tasks of management theory. Management is seen as a process, because working to achieve a goal with the help of another is a series of continuous interrelated actions, not some one-time action. Each of these activities, which is a process in itself, is very important to the success factor of the organization, and such activities are also called management functions. Each management function is also a process because it consists of a series of interrelated actions. The management process is the sum total of all functions [5].

Reducing the number of employees is often understood as personnel optimization. However, optimization means determining the adequate number of personnel to solve long-term (strategic) and short-term (operational) goals and issues and further filling the number – reduction or increase [4].

Workforce optimization is a set of strategies and methods aimed at increasing the productivity of employees and the organization, reducing operational and administrative costs. Achieving organizational success is the overall goal. Optimization applies to all aspects of the organization, from marketing to finance. The goal is to optimize processes between each level of the organization and personnel to increase results [2].

Analysis of the work efficiency of the personnel department in CNE «Kyiv City Consulting and Diagnostic Center» and direction for its optimization.

Management efficiency is calculated according to the following formula:

$$ME=(IE+IH)/2*TR*100\%;$$

where IE is an indicator of the work organization in the department by employees, is determined by the ratio of employee evaluation (EE) and self-evaluation of the head of the department (S):

$$IE=EE/S;$$

IH – the indicator of the work organization in the department of the head of the department or department is determined by the ratio of the assessment

of the head of the department or department (EH) and the self-assessment of the head of the department (S):

$$IH=EH/S;$$

TR is the turnover rate in the department during the year. The value of the coefficient is equal to one at zero staff turnover and goes to zero at an increase in employee turnover [3].

Having all the necessary data provided by the company, we calculated the values of the indicators of efficiency and organization of work in the medical center:

Indicator of the work organization in the department by employees:

$$IE=41/55=0,75;$$

Indicator of the work organization in the department of the head of management:

$$IH=44/54=0,81;$$

Indicator of management efficiency:

$$ME=(0,75+0,81)/2*1*100\%=78\%;$$

Having calculated the indicator of the work organization in the department of employees and the head of management, we were able to calculate the indicator of management efficiency. We can conclude that the management efficiency indicator in the personnel department of the medical center is 78%, then the level of organization of the entire personnel department in the department is at an average level.

Directions for optimizing the work of the personnel management service in the medical center.

To solve the problem of lack of employees, it is possible to hire college or university students for internships. Bringing them on part-time will reduce the department's costs and improve results at the same time.

The next stage that should be proposed is the reduction of administrative costs. Minimizing costs is one of the most effective HR strategies that can be used. While it is important to invest in HR, this does not mean that a medical center should spend too much on the department. Care should be taken, however, that the attempt to cut costs does not harm the functioning of the department.

Next, to increase the efficiency of the work of the HR department, the work environment should be adjusted. The physical environment has a significant impact on employee productivity. An environmental inventory should be conducted to identify areas where improvement is possible. For example, poor lighting will impair visibility, which will slow down the work of employees. We suggest investing in adequate lighting to reduce eye

strain. You also need to make sure that the workers are working in a clean environment. Hygiene is a key factor affecting employee productivity.

In the process of optimization, you should also start setting goals for the HR department. Therefore, when determining the direction of the personnel department, one should bet on strategic management based on indicators. Define industry goals together with the entire team. It can be simple things like reducing backlog or streamlining reporting. What is important is that there is a list of specific goals. When you know where you are going, it is easier to establish an adequate work regime, excluding activities that will not bring any results. It is also very important to have the right metrics to measure these results. This allows you to quickly adjust the route if the work is not going so well. The next task of optimization should be highlighted is automation. Manual processes should be replaced by digital ones. The maintaining multiple manual processes in the work routine means a lot of delay for the HR department, with so much technology available. There are many problems such as:

1. Delay in receipt of subscription;
2. Loss of documents;
3. Loss of reports, among others.

This affects productivity. However, this problem can be solved with the introduction of digital process automation systems. Now you can, for example, use personnel management software, replace manual signatures with electronic ones, and much more. Reducing the use of physical paper provides great benefits due to greater flexibility in document exchange and reduced printing costs [1].

Thus, the proposed ways and recommendations will make the process of optimizing the HR department easy and effective, while increasing the productivity of this sector.

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